EVMS Pilot Project Participation

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CNS EVMS Compliance – Responsibilities & Authority

- Owner of "Rules, Tools, Process, Procedures"
- Responsible authority for implementing and maintaining the EVMS surveillance program
- Accountable for performing EVMS surveillances and issuing and communicating findings to all levels – internal and external
- Approves Correction Plans and closure of any findings
- EVMS Compliance reports independently of the project management organization
  - Independence ensures the results are objective and that programmatic and systemic issues are identified

CNS EVMS Surveillance Process Overview

CNS has two processes to satisfy an Annual EVMS Surveillance:

- Project Specific EVMS Surveillances
    - Covers all EIA 32 Guidelines for a specific project
    - All applicable projects are reviewed annually

- Year-End EVMS Evaluation
    - Reviews Project Specific EVMS Surveillance results for repeatable issues
    - Identifies potential weaknesses in procedures, guidance, and training of personnel

CNS EVMS Compliance – Old Checklist Process

EVMS ASSESSMENT CHECKLIST

PROCESS AREA: ORGANIZATION   **ANSI GUIDELINES:** GL's 1, 2, 3, 4, 5 (note: Most of GL 4 is Acctg.)

Project: Control Account: Management Assessment No.

Name: ☐ CAM   ☐ PM   ☐ Other: Date:

PERFORMANCE OBJECTIVE:
The Organization Process is principally concerned with:
a. defining the scope of work required to be performed
b. ensuring work/scope properly defined into manageable Control Accounts (CA)
c. assigning the tasks to organizations responsible for performing the work
d. ensuring integration of planning, scheduling, budgeting, estimating, work authorization, and cost accumulating systems

Verification Approach:
☐ Observe Activity   ☐ Interview   ☐ Document Review

LINES OF INQUIRY: (Choose 2-4 questions)
1 Can you show us your WBS & OBS, and then explain how your WBS reflects how you plan to execute your scope?
2 What is your original approved Scope of Work? What is your current SOW
3 Can you show us how the SOW traces to your WBS Dict. CA and WP scope?
4 How were the boundaries of your Control Account (CA) decided?
5 How did you break your work into Work Packages (WP)?
6 How does your WBS/CA/WP help you measure and manage performance?
7 Do you control the budget and schedule required to do the work?
8 Can you demonstrate how your CA scope, cost, and schedule integrate?
9 How is a major subcontractor integrated into the WBS & WBS Dictionary?
11 If your CA's are Product or Process Orientated vs. Functionally, how do you determine who the CAM should be? What is the interface with Functional OBS?
12 Who controls indirect costs at Y-12?
13 How is work authorized to your CA? How do you authorize work to the performing organizations?

OBJECTIVE EVIDENCE REVIEWED:
☐ WBS
☐ WBS Dictionary
☐ Org. Chart / OBS
☐ RAM / $ RAM
☐ Schedule /CP Schedule

DATA -
☐ CPR
☐ SOW
☐ Work Auth.
☐ CA Plans (WP/PP - time phased, resource plans)

DATA TRACES-
☐ SOW - WBS Dictionary
☐ WBS-WBS D.-CAP-CPR

CRITERIA CHECKLIST (By Guideline or Good Business Practice "O")   Yes   No
1a	Is there only one WBS used for Project?
1b	Is all project scope of work (SOW) included in the WBS?
1c	Are the CA levels defined and does the WBS extend to the CA/WP?
1d	Are the products or services to be provided defined?
1e	Are external reporting levels defined?
1f	Is a WBS Dictionary present?
2a	Are all authorized tasks assigned to performing org. or work teams?
2b	Is subcontract work defined and identified in WBS?
2c	Was the appropriate CAM selected?
2d	Was the RAM documented to demonstrate assignment of respons.?
3a	Are schedules, WA, budget, actual cost collection, integrated?
3b	Are work tasks traceable from WBS to schedule?
3c	Are work tasks traceable - WBS to cost collection?
3d	Do CA's facilitate the integration process?
3e	EVM documents/tools trace? (scope, sched., budgets, actual, EV)
3f	Are resources required to do the work identified?
4f	CAM understands CFO controls indirect costs at Y-12
5a	Is a CA assigned to one WBS?
5b	Are elements to measure performance available at CA or below?
O1	PM/CAM understands & explains Integrated Project Team Concept
O2	CAM accepts/understands responsibility for CA not functionally pure?
O3	WBS/CA structure allows visibility & analysis for project phase?
O4	Is the RAM Bubble Chart available?
O5	Do the Project WBS and SAP Charge Code Heirarchy mirror?

COMMENTS / NOTES: (Asked questions)
Note: 3e Is for successful demonstration of Data Trace documents (see 6b & 11b)

CA Checklist with 150 "LOI's", manually reviewed and assessed

Manually prepared Summary/Ribbon Chart identifying LOI findings and rolling to GL

ANSI/EIA 748B Guidelines:

ORGANIZATION (5):

1 ANSI/EIA 748 Guideline 1:
Define the authorized work elements for the program. A work breakdown structure (WBS), tailored for effective internal management control, is commonly used in this process   **R**

	Status
a) Is there only one WBS used for Project?	
b) Is all project scope of work (SOW) included in the WBS? (& WBS Dictionary)	F1
c) Are the CA levels defined and does the WBS extend to the CA/WP?	F1
d) Are the products or services to be provided defined?	
e) Are external reporting levels defined?	
f) Is a WBS Dictionary present?	

2 ANSI/EIA 748 Guideline 2:
Identify the program organizational structure including the major subcontractors responsible for accomplishing the authorized work, and define the organizational elements in which work will be planned and controlled   **G**

	Status
a) Are all authorized tasks assigned to performing org. or work teams?	
b) Is subcontract work defined and identified in WBS?	
c) Appropriate CAM selected?	
d) Was the RAM documented to demonstrate assignment of responsibilites?	

3 ANSI/EIA 748 Guideline 3:
Provide for the integration of the company's planning, scheduling, budgeting, work authorization and cost accumulation processes with each other, and as appropriate, the program work breakdown structure and the program organizational structure.   **R**

	Status
a) Are the schedules, WA, budget, actual cost collection, integrated?	F4
b) Are work tasks traceable from WBS to schedule?	
c) Are work tasks traceable - WBS to cost collection?	
d) Do CA's facilitate the integration process?	
e) Do the EVM Documents for scope, schedule, budgets and EV methods trace?	F1
f) Are the resources required to do the work identified?	

CNS EVMS Compliance – New Data Driven Process

Benefits:

- Provides Consistency in applying EIA 748

- Is a time-saver for a Compliance organization
  - Replaces the manual review approach used in the past

- Performs a "Deep Dive" into the data which was difficult to do in the past with a manual system and limited time

- Drill down capabilities within the tools allows analysis and identification of problem areas

- Allows Contractors to review compliance monthly

- Identifies repeatable/systemic issues for Root Cause Analysis on Processes, System Description/Procedures, Training

CNS EVMS Compliance and Self-Governance

- Monthly Reviews of data by EVMS Compliance and the Project
- First red peaks Compliance and Project interest
- Analysis of results identifying potential non-compliance
- Second red "in a row" prompts CNS root cause and potential CAR
- Identify corrective actions that must be implemented
- Third red "in a row" provide PM-30 a Corrective Action Plan
- Quarterly reports will be provided to CNS Sr. Management identifying the test results, root cause, and resolution status
- Maintain self-governance through continuous monitoring